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		10/19/84
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REMARKS

Attached is a rough, unedited and incomplete draft of the proposed format for a management training needs survey. Stan has asked that this be discussed at the 23 October Curriculum Committee meeting.

Rm

DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions

FROM: (Name, org. symbol, Agency/Post)

Room No.—Bldg.

C/MTB/MATD

Phone No.

5041-102

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MANAGEMENT TRAINING NEEDS ASSESSMENT

A good manager may be described in many different ways. Through the research of several experts on managerial competencies, the OTE Management Staff has compiled a rough, non-inclusive list of the knowledge, skills and abilities (SKA's) commonly related as attributes of successful managers. In order to review OTE's current training programs, make adjustments and implement new training programs, we first need to examine the necessity of training for these identified SKA's. How important is training for the development of these competencies and when would training be most appropriate?

Look at the SKA for each of the given levels of management. Using the scale of 1 - 5, (1 training not needed and 5 training is very essential), decide how necessary training is to the development of that competency.

not needed 1---2---3---4---5 very essential

CONCEPTUAL SKILLS

External Orientation- relates to the interaction between the organization and the broader arena within which it operates

1. Able to view directorate and Agency policies within the context of broad national priorities
2. Understand U.S. foreign and national security policy interests in situations affecting work
3. Understand purposes of the Agency as a component of the government and as an institution in a democratic society
4. Understand the relationships among and the workings of the Congress, the White House and other components of the national security and foreign policy community
5. Understand social and political forces affecting Agency mission
6. Recognize the special responsibilities of the public trust and legal constraints on components' activities
7. Know organization and responsibilities of the Agency and its major components
8. Possess good overview and understanding of Agency mission as well as the functions/interactions of/with other directorates and their role in the intelligence process
9. Understand General Economic conditions and issues
10. Understand the relationships between career executives and political executives

career levels

Pre-supervisory to 6 mos.	3-5 years of super. exp.	midlevel (5-15) yrs. of service	senior management or exec. devel.
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1. Intelligence Community (members and functions)
2. CIA (organization and functions)
3. DOD (DIA, DAO, Special Recce Offices)
4. Military- Industrial- Government Relationships
5. State Department (Embassy-Station Relationship)
6. Familiar with relevant technological developments

career levels									
	Pre-supervisory to 6 mos.
	3-5 years of super. exp.
	midlevel (5-15) yrs. of service
	senior management or exec. devel.

Management Processes- relates to the structures, activities and procedures through which work is accomplished in an organization

1. Able to develop long range goals
2. Able to develop and implement action plans for accomplishing program goals
3. Able to establish priorities among alternatives
4. Able to organize resources and structures to accomplish program goals
5. Able to set objectives and evaluate their accomplishment
6. Able to delegate effectively
7. Able to set individual performance standards and appraise performance realistically
8. Able to interact with non-career managers, executives and staff personnel
9. Able to utilize the basic management support systems in personnel, procurement and information handling
10. Able to participate effectively in budget and resource allocation decision processes
11. Understand the forces of change, and be able to plan for adapting organization to a changing environment

career levels	
Pre-supervisory to 6 mos.	
3-5 years of super. exp.	
midlevel (5-15) yrs. of service	
senior management or exec. level.	

not needed 1---2---3---4---5 very essential

	career levels			
	Pre-supervisory to 6 mos.	3-5 years of super. exp.	midlevel (5-15) yrs. of service	senior management or exec. devel.
12. Know and accept the role of manager				
13. Know and accept the role of the executive				
14. Able to make timely decisions and use of appropriate decision making aids				
15. Able to interact with non-career managers, executives and other staff persons				
16. Ability to maintain an effective task-oriented level of behavior in light of circumstances such as time constraints, differing attitudes of others, lack of pertinent information and limitations of resources and/or personnel				
17. Able to make effective use of personnel and other resources; to establish objectives, schedules and priorities (organizing and planning)				

not needed 1---2---3---4---5 very essential

career levels

INTERPERSONAL SKILLS

Management skills- relating to working with and through people

	Pre-supervisory to 6 mos.	3-5 years of super. exp.	midlevel (5-15) yrs. of service	senior management or exec. devel.
1. Able to coach and counsel subordinates				
2. Able to give and receive feedback constructively				
3. Able to manage group processes, deal with diverse views and ambiguity, resolve conflict				
4. Able to conduct successful, productive meetings				
5. Able to create an organizational climate which results in a motivated work force				
6. Understand when and how to tap various sources of power to build support for components' goals				
7. Able to negotiate on a wide variety of issues				
8. Ability to be sensitive and to perceive the needs, feelings and capabilities with others, to deal effectively with others regardless of status or position; and to accept interpersonal differences and develop rapport with others				
9. Able to write and conduct an effective performance appraisal review and advanced work plans				
10. Assist in career counseling				
11. Understand non-verbal communication and Supervisory referral techniques (able to spot alcohol and drug problems)				

not needed 1---2---3---4---5 very essential

	career levels			
	Pre-supervisory to 6 mos.	3-5 years of super. exp.	midlevel (5-15) yrs. of service	senior management or exec. devel.
12. Stress Management				
13. Understands factors which influence human motivation				
14. Able to resolve conflicts with contractors and outside agencies in a collaborative manner				
15. Able to involve other managers and centers in planning process				
16. Interviewing Skills				

not needed 1---2---3---4---5 very essential

career levels

Team Management and Effectiveness

--Building Team--

1. Build colleagueships and alliances				
2. Has compliance-producing skills				
3. Imparts team spirit and cohesiveness				
4. Is sensitive to what others are thinking and feeling				
5. Structures effective meetings				
6. Balances individual and group needs				
7. Able to select well-qualified and capable people for the job				
8. Makes the best use of subordinates's SKA's				
9. Able to manage conflict within the work team				

--Maintaining Team--

1. Able to facilitate open and frank exchange of ideas among group				
2. Emphasize a team approach in accomplishing work				
3. Face up to and attempt to resolve and work out conflicts construct- ively between those who directly report to you				
4. Emphasize cooperation as opposed to competitiveness among team				

not needed 1---2---3---4---5 very essential

Communications

	career levels			
	Pre-supervisory to 6 mos.	3-5 years of super. exp.	midlevel (5-15) yrs. of service	senior management or exec. devel.
1. Communicates with subordinates about priorities, performance expectations and policies				
2. Is seen by others as approachable and willing to discuss problems, issues , policies and assignment				
3. Keeps supervisors apprised of principal activities, problems and goals				
4. Sensitive to the feelings, viewpoints and problems of others in individual and group settings				
5. Persuasive and able to defend own viewpoint in oral or written communications				
6. Listens effectively				
7. Recognizes and overcomes blocks to communication				
8. Prepares written documents that are clear, well organized, complete and timely- that are able to persuade and influence others				
9. Speaks with clarity; is concise and factual				
10. Makes oral comments that are tactful, appropriately timed and that contribute to group effectiveness				
11. Communicates in a frank and open manner				

not needed 1---2---3---4---5 very essential

	career levels			
	Pre-supervisory to 6 mos.	3-5 years of super. exp.	midlevel (5-15) yrs. of service	senior management or exec. devel.
12. Initiates interactions with others to solicit their viewpoints- facts, opinions and concerns about work				
13. Ability to present oral information effectively and clearly; to persuade or influence others through oral presentation				
14. Goals, objectives and responsibilities are clearly defined and shared with employees				
15. Establishs trust and mutual respect in relating with employees				

Leadership/Creativity

1. Ability to take charge; to direct, motivate, develop and coordinate the activities of others
2. Able to achieve results through effective delegation to the appropriate person(s); provide guidance, follow-up and control
3. Able to use appropriate leadership techniques and styles
4. Able to come up with unique responses to situations; has the insight to recognize and take up useful new approaches
5. Lead groups in creative problem solving
6. Able to think of several things at once, switch rapidly from one problem or situation to another, and grasp the whole situation or problem quickly

	Pre-supervisory to 6 mos.
	3-5 years of super. exp.
	midlevel (5-15) yrs. of service
	senior management or exec. devel.

not needed 1---2---3---4---5 very essential

PERSONAL

Personal Skills- relating to working with and through people

	career levels			
	Pre-supervisory to 6 mos.	3-5 years of super. exp.	midlevel (5-15) yrs. of service	senior management or exec. devel.
1. Possess self-insight and awareness, able to make an accurate self assessment				
2. Able to think and act as an executive, have an executive presence; self confidence in an executive role				
3. Have a strategic focus				
4. Have an interest in the development of the organization, self and subordinates				
5. Able to evaluate and take reasonable risks to accomplish your components's objectives				
6. Possess personal objectivity and integrity				
7. Be able to assess own strenghts and limitations				
8. Able to admit when you have made a mistake				